



DEPARTMENT OF HOMELAND SECURITY

STATEMENT OF

PATRICK M. HUGHES, LIEUTENANT GENERAL, USA, (RET.)

**ACTING UNDERSECRETARY FOR
INFORMATION ANALYSIS AND INFRASTRUCTURE
PROTECTION**

AND

**ASSISTANT SECRETARY FOR
INFORMATION ANALYSIS**

ON

***BUILDING THE INFORMATION ANALYSIS CAPABILITY OF THE
DEPARTMENT OF HOMELAND SECURITY***

**BEFORE THE
HOUSE COMMITTEE ON HOMELAND SECURITY**

**SUBCOMMITTEE ON
INTELLIGENCE, INFORMATION SHARING AND
TERRORISM RISK ASSESSMENT**

FEBRUARY 16, 2005

Biography

Lieutenant General Patrick M. Hughes, U.S. Army (Retired)

Acting Under Secretary for Information Analysis and Infrastructure Protection, U.S. department of Homeland Security

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Lieutenant General Patrick M. Hughes, U.S. Army (Retired), Assistant Secretary for Information Analysis, Department Homeland Security, assumed his current duties on November 17, 2003. General Hughes was formerly President of PMH Enterprises, LLC, a private consulting firm specializing in intelligence, national security and international relations. He retired from the U.S. Army on October 1, 1999 after more than 37 years of military service, beginning as an enlisted soldier and combat medic on January 2, 1962.

His last active duty assignment was Director, Defense Intelligence Agency (DIA), U.S Department of Defense, a position which he held for 3 ½ years. Other positions included Director of Intelligence (J-2), Joint Staff and DIA; Director of Intelligence (J-2), U.S. Central Command; and Commanding General, U.S. Army Intelligence Agency.

Statement of

Patrick M. Hughes

Lieutenant General, USA, Ret

**Acting Under Secretary for Information Analysis and Infrastructure Protection and
Assistant Secretary for Information Analysis**

U.S. Department of Homeland Security

House Select Committee on Homeland Security

**Subcommittee on Intelligence, Information Sharing and
Terrorism Risk Assessment**

February 16, 2005

Good morning Chairman Simmons, Congresswoman Lofgren and distinguished Members of the Committee. It is a pleasure to appear before you today to discuss the Information Analysis (IA) capability of the Department of Homeland Security (DHS). This time of year marks the two-year anniversary of the actual “stand up” of the Department. We have really been able to support the intelligence and information needs of the Department for about 13 months. As we transition much of the senior leadership of the Department and as we anticipate the arrival of our new Secretary, we clearly intend to work to improve our capabilities, but it is important to acknowledge the tremendous efforts of the many individuals who have worked tirelessly to bring together a functional and effective intelligence support organization. I want to specifically mention the extraordinary men and women of the Information Analysis and Information Protection Directorate (IAIP) with whom I am so proud to have served. These superb professionals, laboring often in the background, are focused on the business of the Department and the Nation because they are 100 percent committed to our mission and our Nation’s security. Judging from the feedback I have personally received, and according to my professional judgment, we – they -- are making a difference with our effort to provide accurate, timely, actionable, and cogent information to the customers we serve.

It is also important to recognize the impressive strides made in the area of information sharing, collaboration and cooperation at the Federal level. We have worked hard to develop more robust and deliberate interaction with our Federal partners, particularly with the Federal Bureau of Investigation. Our joint efforts with the National Counterterrorism Center (NCTC), our relationships with DOD and the Central

Intelligence Agency (CIA) and other key departments, such as Justice, State, and Energy, have greatly advanced our collective capabilities and relationships. Our current information sharing and collaboration environment within the government is far superior to that which existed before the establishment of DHS and has notably improved during the past year. We look forward to the advent of the Director of National Intelligence and continuing progress throughout the intelligence community.

Our efforts to build a DHS intelligence capability are oriented around three overarching imperatives. These are: building and expanding capacity within the Department; furthering our coordination and liaison efforts with all of our stakeholders, domestic and foreign, government and non-government; and, creating and distributing the work products that will ensure we all have the right information, at the right time, in the right way... to protect and preserve. In short, we are doing our job supporting the Department of Homeland Security and in my view doing it well.

As we evaluate and assess the roles and mission of the Office of Information Analysis (IA), I believe we must acknowledge IA's role within the broader construct of DHS. IA should be considered the Office of Intelligence for the Department. This essential function will include building out the intelligence infrastructure for DHS Headquarters and ensuring the establishment of common Intelligence Community (IC) standards that apply to the "intelligence elements" of the "components" of DHS. The 9/11 Commission Report specifically cited the continuing need to assimilate and analyze information from DHS' own components. IA needs to better integrate, coordinate,

correlate and fuse these activities and the intelligence information they produce, in partnership with all component intelligence elements. IA, acting as the Departmental intelligence office, is developing a plan for the integration and collective application of all DHS component intelligence organizations in a way that will achieve greater synergy in this mission area. IA is and will continue to develop as the Departmental intelligence support element, while continuing to pursue its statutory obligations under the Homeland Security Act. As you know, IA is a part of the Intelligence Community and its funding is provided by the Intelligence Authorization Act, the specifics of which are classified. While I cannot go into classified specifics in this open forum, I am more than ready to discuss IA's budget with you in an appropriately classified session at your convenience.

We have a dynamic vision of how intelligence and information will be analyzed, how the analytic elements of the Department will be managed to achieve optimum benefit, and how to develop a budgetary strategy that will unify the programs related to intelligence activities and information analysis across DHS. A major collaborative study is currently under way within the DHS to establish the baseline for this effort. In addition, we seek to reshape the Department's efforts consistent with the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) and the new authorities of the Director of National Intelligence (DNI).

No less important is the need for adequate facilities, analysts, and program resources to assure that the complex and difficult process for obtaining and analyzing intelligence is managed, operated and sustained. It is not sufficient to simply create authorization for

fully funded U.S. Government employees without also providing the resources to properly house these intelligence professionals in facilities that are designed and constructed to facilitate the receipt, handling, analysis, and storage of highly classified material in order to protect and preserve our security. To that end, the 2006 budget request includes \$38 million to allow IAIP to fit out facilities that meet security and information technology requirements and allow IAIP to access and analyze intelligence, collaborate with our partners and execute the mission we have been given. IAIP came into the Department with no legacy facilities and no predetermined permanent housing. We now have a plan to occupy both swing and permanent facilities that fit our needs, and this funding request will enable us to complete that plan.

As we work toward building IA's capability, we have framed our thinking around a new paradigm that seeks to encompass "all information necessary to protect and preserve the homeland." Within that environment are subsets of information such as defense or military information, intelligence information, law enforcement information, homeland security information, and critical infrastructure information as well as public and private sector information. All of these types of information make up the vast array of intelligence that DHS needs to do its job.

DHS is a fully vested member of the IC and the Office of the Assistant Secretary for Information Analysis represents the Department in all IC venues, ensuring that DHS interests and requirements are fully represented and considered among the community. IA analysts have access to the most sensitive national intelligence regarding international

and domestic terrorist threats, and the interaction with their peers throughout the IC continues to develop and improve. Much of the information we receive comes to us from IA analysts' connections to the Joint Worldwide Intelligence Communications Systems (JWICS), NCTC Online, the IA Automated Message Handling System (AMHS), the Homeland Security Information Network (HSIN), the Open Source Information System (OSIS), and a variety of other formal and informal (i.e., analyst-to-analyst) mechanisms. These information streams from external sources are augmented by our own internal reporting from DHS components. We are increasingly well informed, but not yet satisfied with this endeavor.

The range of intelligence and information coordinated by IA from the IC, and our state, local, tribal, municipal and private sector partners; as well as from all DHS entities with intelligence and operational capabilities, is both impressive and daunting. These entities – and their products – continue to be an important part of how IA does its work.

IA's relationship with our colleagues in the Infrastructure Protection (IP) Directorate is critical to our success. Jointly we are able to deliver threat-informed vulnerability analysis and data-supported risk assessments regarding our critical infrastructure to our constituents and customers – notably the private sector, which owns the vast majority of our nation's critical infrastructure.

IA is an integral part of the Homeland Security Operations Center (HSOC) effort to monitor and communicate on all matters of homeland security interest 24x7.

Intelligence from DHS components that IA correlates and analyzes provides invaluable perspectives and insight for the entire Federal government. From a citizen providing a Patriot Report on suspicious activity, to Border and Transportation Security (BTS) reports regarding individuals of interest trying to enter the United States illegally, or US Coast Guard reports regarding suspicious activity near critical infrastructure. Such information is provided to IA through the same methods the larger IC uses: the physical presence of DHS component and IC element liaison officers within both IA and the Homeland Security Operations Center (HSOC), strong linkage between the HSOC and our constituents, and communication between analysts and leadership. In fact, the presence of representatives of 30 separate Federal and local representatives within the HSOC provides a perspective and collaboration capability that is virtually unique. Additionally, coordination within DHS is aided by regular meetings of the intelligence chiefs of each entity, led by the Assistant Secretary for Information Analysis.

It is not sufficient to just produce information. In order to be effective, information must be shared. DHS has developed this capability and in cooperation with our Federal partners and is coordinating information sharing among previously unconnected systems. For example, DHS has collaborated with the Justice Department on the DOJ Law Enforcement Sharing Plan. Further, the Homeland Security Information Network (HSIN) is a “system of systems” that provides discrete communities of interest for Law Enforcement, Counter Terrorism, Analysts, Emergency Management, and Critical Infrastructure groups to collaborate and share critical information in real time. In addition, the DHS network provides the ability to pull together participants from all of

these communities, into a shared space to collaborate, during any period when the threat creates the need. Further, as a direct result of the Department's Information Sharing and Collaboration (ISC) initiative to cooperate and work jointly with other Federal partners, DHS and DOJ/FBI have established the first ever capability to share information between our respective communications and automation networks. Specifically, we were able to connect the Homeland Security Information Network with the Regional Information Sharing Systems (RISS) and Law Enforcement Online (LEO). More needs to be achieved but we are on the right track

Already, the DHS ISC Program has engaged other Federal, State, local, and Tribal, information sharing programs in an effort to create synergy by fostering mutual awareness of their key programs and capabilities, and creating a forum to garner feedback on policies and procedures under development at the Federal level. Additionally, this effort has resulted in the first ever capability to share information among the State, local, and tribal information sharing systems.

IAIP's FY 2006 budget request includes \$7,482,000 for ISC. The Department is budgeting an additional \$5,000,000 from the Chief Information Officer and \$4,000,000 from the Working Capital Fund to bring the total funding for ISC in FY 2006 to \$16,482,000.

In addition to receiving information from these entities, IA is routinely sharing information and collaborating at all levels -- from the Federal Government and the IC to

State and local officials. DHS component organizations also serve as a conduit through which information and warnings can pass to government at all levels. Thus, IA's continuous information sharing and collaboration with the HSOC, BTS, USCG, and other DHS entities, provides valuable information to all of the men and women responsible for protecting the homeland.

It is IA's specific focus on the protection of the American homeland against terrorist attack that is unique among its IC partners. This focus provides invaluable information and assistance not only to State, territorial, tribal, local, and private sector officials that receive accumulated threat information, but also to DHS components that use the information, trends, and indicators to inform and prepare operators and decision makers on the front line. The relationship IA has with the HSOC, BTS, and other DHS entities translates into continuous information sharing and collaboration that provides a unique threat picture and actionable information to those who are vital to protecting the homeland.

The Department of Homeland Security is a prime example of how changes have been made within the Intelligence Community, the counterterrorism community, the law enforcement community and the response community to work more cohesively as well as more collaboratively, and to assure information is shared as fully and completely as possible. This represents a dramatic change from conditions as they existed before September 11th, 2001 and an very impressive change from even one year ago. DHS plays a central role in the counter-terrorism and homeland security effort as we continue

the work of communicating intelligence and information to our partners in the federal government as well as with the State, territorial, tribal, local, major city and private sector officials charged with protecting the people and infrastructure of the United States.

We are proud of our work and our place in the larger national defensive network and we look forward to a safe and secure future for our nation. Mr. Chairman and Members of the Committee, this concludes my prepared statement. I would be happy to answer any questions you may have at this time.